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AUTHOR	Bailey, Pamela B.
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ABSTRACT

This document provides the strategic plan for Delaware Technical and Community College for 1996-2000, reviewing trends, college goals, and outcome measures for five key areas of college operation. The first section addresses college resources, projecting a 3% average increase in funding over the next 5 years and highlighting college goals related to preparing a 5-year revenue and expenditure forecast and developing an institutional advancement plan. Next, educational programs are addressed, indicating that jobs are becoming increasingly technical and service-oriented and describing such goals as updating technology programs to include skills needed by employers and establishing curricular linkages between corporate and community training. Trends, goals, and outcomes related to educational innovation are then addressed, suggesting that innovations in telecommunications and fiber-optic networks will change society and education and reviewing goals related to developing student skills in accessing, retrieving, and integrating information electronically; developing a new distance education plan; and establishing an adequate distance education infrastructure. The next section focuses on a supportive college environment, as the student body becomes more diverse. Goals described for this area include diversifying instructional methods and integrating multicultural and global awareness into the curriculum. Finally, issues related to college partnerships are reviewed, since lifelong learning and the attainment of higher education are increasingly necessary to maintain worker employability. Goals described for this area include developing 4+2 programs with high schools and expanding articulation programs with senior institutions. (HAA)

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Delaware Technical & Community College Strategic Plan, 1996-2000

by

Pamela B. Bailey
Delaware Technical and Community College
Dover, Delaware

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DELAWARE TECHNICAL & COMMUNITY COLLEGE

STRATEGIC PLAN 1996 - 2000

College Resources

Trend

State revenues will increase moderately (3% average) over the next five years. Increases in higher education funding are expected to be less due to other mandates.

According to Edward L. Simon, labor analyst with the Delaware Department of Labor, Delaware's rate of growth in 1995 was 2.2%. State economists predict slow to moderate growth due to industrial restructuring and the off-loading of program responsibility from federal to state government. In addition, the federal Workforce Development Training, Vocational Education, and Tech Prep budget allocations will be reduced and consolidated into block grants. Federal Department of Education appropriations will continue to decrease due to balanced budget initiatives.

GOALS

1. Prepare a five year revenue and expenditure forecast which includes human resources, facilities, equipment, distance learning and educational technology.
Coordinating Responsibility: Vice President for Finance, President's Council

2. Develop and implement a collegewide, long-range institutional advancement plan to support the College Vision and Strategic Plan.
Coordinating Responsibility: Vice President for Human Resources and College Relations, Collegewide Institutional Advancement Coordinator

3. Develop and implement a collegewide, long-range plan with a funding mechanism for equipment acquisition, software and faculty/staff training to maintain educational technology currency.
Coordinating Responsibility: President's Council, Collegewide Distance Learning Technology Coordinator, Collegewide Computer Services Coordinator

4. Form partnerships with other educational institutions and agencies to maximize delivery of services and obtain funding under the new federal block grant guidelines.
Coordinating Responsibility: Vice President/Campus Directors, Vice President for Academic Affairs

Outcomes Measures

Revenue and expenditure forecast, state, federal block grant and private funds obtained to support plan goals

Educational Programs

Trend

Jobs are becoming increasingly technical, multi-skilled and service oriented.

Science and technology will create many new jobs. Adaptability to changing conditions will be a personal characteristic sought after by employers. The Delaware Occupational Information coordinating Committee Report states that "changing technology and corporate restructuring will continue to place increasing demands on workers. Information skills will be required in most jobs. Basic computer and word processing skills are becoming essential for many new jobs." Employers need high skilled individuals to operate and maintain all types of sophisticated computer controlled equipment. Employers also emphasize more effective communications and teamwork.

All health related occupations as well as business services followed by natural science, mathematics, and computer related occupations will grow the fastest. Professional, paraprofessional, and technical occupations will provide most of the new job opportunities. Other growing service occupations include food preparation, protective services, nurses aides and child care workers. The higher paying jobs have increased technical components.

GOALS

1. Review and update technology program competencies through a collegewide program review and assessment model to include skills employers need in their employees.
Coordinating Responsibility: Deans of Instruction

2. Establish curricular linkages between Corporate and Community training programs and related technology programs.
Coordinating Responsibility: Deans of Instruction, Directors of Corporate and Community Programs

3. Research and develop statewide Corporate and Community Programs training opportunities.
Coordinating Responsibility: Assistant Vice President for Corporate and Community Programs

4. Coordinate new technology program development collegewide to ensure efficient use of instructional facilities and human resources.
Coordinating Responsibility: Vice President for Academic Affairs, Vice President/Campus Directors, Deans of Instruction

Outcomes Measures

Program review, identified curriculum linkages between Corporate and Community Programs and related technology programs, new programs. New Corporate and Community Programs and training program dollar value

Educational Innovation

Trend

Innovations in global telecommunications and fiber-optic networks will change society and education.

Telecommunications innovation allows banking services, educational programs, consulting services of all kinds to be delivered globally. Information retrieval from various databases and indexes will become an important skill for different occupations.

Public schools are increasing their technical capacity. Half the Nation's schools are now linked to Internet. Delaware's first new high school (in Middletown) since the 1970's makes every classroom a computer classroom.

GOALS

1. Develop student skills in accessing, retrieving and integrating information electronically and communicating across distances.
Coordinating Responsibility: Deans of Instruction

2. Develop and implement a collegewide, long-range Distance Learning/Educational Technology Plan which links new and existing program offerings with students, business and industry.
Coordinating Responsibility: Vice President for Academic Affairs, Vice President/Campus Directors

3. Delineate academic policies and guidelines to provide quality instruction in all educational media and forms of delivery.
Coordinating Responsibility: Vice President for Academic Affairs, Vice President/Campus Directors, Deans of Instruction

4. Establish an infrastructure at each of the campuses to support the comprehensive services and activities associated with distance learning and educational technology.
Coordinating Responsibility: Vice President/Campus Directors

Outcomes Measures

New distance learning programs and offerings, distance learning policies and guidelines

Supportive College Environment

Trend

The student body will become more diverse.

According to the Delaware Occupational Information Coordinating Committee, the age group 35-54 will grow more than other age groups to the year 2005. This is the baby boom generation which has high expectations for career and financial achievement. They are well educated. They also have formed extended families due to their high divorce rate. Women baby boomers have increased their participation in the Delaware labor force. Because of their many responsibilities, baby boomers need flexible educational programs to keep them current in their career fields.

Beginning in 1995 Hispanics and Asian Americans will be the fastest growing subgroup in the Nation. In addition, there is an increasing number of individuals who call themselves "multi-racial."

The number of single parent households continues to grow rapidly. While Delaware has a low poverty rate of 8.3% (compared to 25.7% in Louisiana), the state's median household income has dropped. This statistic, along with that of a larger number of single parent households, indicates that more students applying to Delaware Tech will be disadvantaged in some way.

Many students will have been latchkey children who had little or no supervision after school. Also, many will have had jobs during high school, further reducing the chance that they will have done well academically. In Delaware prior to 1998 high school students will have had to complete only 18 units(credits) in order to graduate.

GOALS

1. Diversify instructional methods to meet the needs of an increasingly non-traditional student population.
Coordinating Responsibility: Deans of Instruction, Directors of Corporate and Community Programs

2. Integrate multi-cultural and global awareness as well as intercultural communication skill building with curricular and co-curricular programs.
Coordinating Responsibility: Deans of Instruction, Deans of Student Services, Directors of Corporate and Community Programs

3. Expand financial aid opportunities to ensure access for an increasingly diverse student population.
Coordinating Responsibility: President's Council

4. Strengthen holistic services, giving students support beyond classroom instruction.

Coordinating Responsibility: Deans of Student Services, Deans of Instruction, Directors of Corporate and Community Programs

5. Assess campus programs for underprepared students and integrate effective program components as the basis for a collegewide model.
Coordinating Responsibility: Vice President/Campus Directors, Vice President for Academic Affairs, Deans of Instruction

6. Develop and implement a collegewide retention plan, linked to student goals.
Coordinating Responsibility: Vice President for Academic Affairs, Deans of Instruction, Deans of Student Services

Outcomes Measures
Enrollment by race and gender, financial aid awards and dollar value, retention, student tracking system, awards

Partnerships
Trend
Lifelong learning and attainment of higher education certificates, diplomas, and degrees are a necessity to maintain Information Age worker employability.

While a high school diploma is no longer adequate preparation for a full-time job, neither are just a few college courses. Over 58% of Delaware jobs to the year 2005 will need specific vocational training and/or education beyond the high school diploma. Associate degree holders earn an average of $6,400 more a year than those with a high school diploma only, according to Delaware Department of Labor statistics.

Community colleges face increased pressure from students who cannot afford the higher tuition at senior institutions. In addition, more reverse transfers from and graduates of senior colleges will enter community colleges to become technically proficient and employable.

GOALS
1. Develop and implement 4+2 programs with vocational-technical and general high schools.
Coordinating Responsibility: Vice President for Academic Affairs, Deans of Instruction, Collegewide Articulation Coordinator, Vice President/Campus Directors

2. Expand articulation programs with senior institutions.
Coordinating Responsibility: Vice President for Academic Affairs, Deans of Instruction, Collegewide Articulation Coordinator

3. Develop and implement consistent collegewide marketing and recruitment strategies focusing on public awareness of career offerings, a Delaware Tech career path education continuum, flexible delivery systems, partnerships and the labor market value of the Associate's Degree.
Coordinating Responsibility: Vice President for College Relations, Collegewide Marketing Coordinator, Assistants to the Campus Directors

4. Enhance the curriculum with Honors course offerings.
Coordinating Responsibility: Deans of Instruction

5. Develop and implement a collegewide, long-range enrollment management plan based on county environmental scans and projections.
Coordinating Responsibility: Vice President for Academic Affairs, Collegewide Marketing Coordinator, Vice President/Campus Directors

6. Strengthen partnerships with public and private sectors.

Outcomes Measures
Number of 4+2 programs, number of senior institution program articulations, number of business and industry partnerships